

KYMENLAAKSON AMMATTIKORKEAKOULU

KYMENLAAKSO UNIVERSITY OF APPLIED SCIENCES

International Business/ International Trade

Kati Lonka

VISIT TAMMIRANTA PROJECT

Final Thesis 2009

ACKNOWLEDGEMENTS

The valuable support and patience of my children and mother has been the bedrock for getting this work done. Inspiration from my father helped the idea of Visit Tammiranta arise. Mrs. Puustelli from Kymenlaakso University of Applied Sciences has been the source of inspiration, professionalism and encouraging attitude. Mrs Heli Mutanen from Pohjois-Kymen Kasvu ry has been encouraging with idea of making Visit Tammiranta come true. I thank all the friends and relatives who have been involved one way or another during this project.

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Koria

November 19, 2009

TIIVISTELMÄ

KYMENLAAKSON AMMATTIKORKEAKOULU

International Business

LONKA, KATI

Opinnäytetyö

Työn ohjaaja

Toimeksiantaja

Lokakuu 2009

Avainsanat

VISIT TAMMIRANTA PROJECT

52 sivua

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yrityssuunnitelma, matkailu, markkinointi, kansainvälisyys

Visit Tammiranta yrityssuunnitelma on tehty kartoittamaan maaseutumatkailuyrityksen perustamispotentiaalia Koriolla, kaakkois Suomessa. Suunnitelmassa on pyritty ottamaan huomioon ensisijaiset ja olennaisimmat asiat, jotka uuden matkailuyrittäjän tulisi huomioida suunnitellessaan maaseutumatkailuyrityksen perustamista. Yritysideana oli tarjota tyypillisiä suomalaisia vapaa-ajan elämyksiä ulkomaisille asiakkaille.

Visit Tammiranta-projektin tavoitteena oli kerätä tietoa siitä, mitä uuden maaseutumatkailuyrittäjän tulisi tietää ja ottaa huomioon perustaessaan matkailualanyritystä. Muutamia yllätyksiä ilmaantui projektin työstön aikana. Erityisesti mielenkiintoista oli huomata, että maaseutumatkailupalvelujen promoaminen kansainvälisille asiakkaille on vielä lapsenkengissä.

Visit Tammiranta yrityssuunnitelmaan on kerätty olennaisia tietoja niistä asioista mitä uuden yrittäjän on tehtävä perustaessaan yritystä. Samoin on otettu huomioon matkailualanyrityksen erityistekijät esimerkiksi kalastuksen- ja metsästyksen luvanvaraisuudesta. Matkailun Edistämiskeskuksen hyvää ja monipuolista tilastotietokantaa on käytetty monipuolisesti hyväksi tämän yrityssuunnitelman laatimiseen.

Tämän yrityssuunnitelman päätarkoitus on osoittaa, että maaseutumatkailuyrityksen perustaminen ei loppujenlopuksi ole kovinkaan vaikeaa. Olennaisin tekijä menestymiselle on markkinointi. Kansainvälinen markkinointi on haasteellista, koska sen kulut ovat varsin suuret verrattuna pienten maaseutuyrittäjien budjetteihin. Samoin kansainvälinen markkinointi useimmiten edellyttää kohtuullista ammattitaitoa, jottei markkinointiin uhratut varat häviä ammattitaidottomiin käsiin ja peruspalveluntuottaja jää edelleenkin ilman kallisarvoisia kansainvälisiä asiakkaitaan. Tämän yrityssuunnitelman tarkoituksena on antaa suuntaviivat TAMMAS ry:lle, siitä miten perustaa ja viedä eteenpäin maaseutumatkailuyritys, Visit Tammiranta, jonka palveluja kansainväliset asiakkaat voivat käyttää.

ABSTRACT

KYMENLAAKSON AMMATTIKORKEAKOULU

University of Applied Sciences

International Business

LONKA, KATI

Visit Tammiranta Project

Bachelor's Thesis

52 pages

Supervisor

Ulla Puustelli, Senior Lecturer

Commissioned by

Tammirannan Metsästys- ja Ampuma Seura

October 2009

Keywords

business plan, tourism, internationalism, marketing

This work was done to find out how to start a small service business for international clients in Koria, Southeast Finland. This work contains most of the aspects that a new business owner should think and know before establishing the new business. This business idea was to offer nature, fishing, hunting and other activities for its clients. The purpose of this target group was to share something typical for Finns with tourists from other parts of the world.

The aim of conducting this work was as simple as to gather information on what must and should be known if/when starting a business in tourism. There were surprises according to the national operations on promoting Finland and especially its nature- and environment-related holidays globally. There was none. Or at least they were not really effective.

This work was gathered by finding out information from authorities on how to start a business and what special permissions and or reports must be obtained when this is a question of tourism. Also statistics and research documents from the Finnish Tourist Board were studied as related to the topic.

The main conclusion of this work was that this kind of a service business is not too difficult to start. The biggest issue is marketing, especially globally since the amount of service users in Finland is very limited. Due to finding out that there is very little marketing or it is very costly for small business owner to promote its products globally there should be started some kind of a marketing business or registered association to make a promotion project to attract clients globally. For TAMMAS (Tammirannan Metsästys- ja Ampuma Seura) this work gives good guideline on how to start a business to offer services to international clients.

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1 INTRODUCTION

The purpose of this work was to find out what are the chances to start a travel business in the rural area of Kymenlaakso, Southeast Finland which is located between Helsinki, capital city of Finland, and St. Petersburg, Russia. It is an opportunity to businesses in the Kouvola area for success among foreign tourists because Kouvola is easy to reach from Helsinki. One of the important goals for this study was to point out the main issues to the authorities what needs to be done when starting a travel business. It was also important was to find out the competition and networks environment.

The marketing issue was discussed because of the need for making sales and this study also was to point out the selected customers. Necessary information was gathered from the web-pages of authorities and also by contacting them by phone when written information was not directly available from the Internet. Also the Finnish Tourist Board's (later know as FTB) surveys were a good source when finding out facts concerning potential incoming tourism to Finland compared to its competitors. Also the FTB's surveys gave valuable information of the customer target group.

The timetable of this study has been rather long. The idea of tourism business alongside the River Kymi did arise many years ago, but now the time was right to make a concrete business plan of the idea. The very first printed version of the business plan for Visit Tammiranta was written in May 2009. More and more detail information has been collected since then to make the Visit Tammiranta business come reality. What will happen after this is to collect some more up-dated information of the financial matters and possible business funds for starting a new business in the Southeast Finland.

It will be crucial to reach clients that are wanted by Visit Tammiranta. Possible networks will also be important to have contact with. Later on it will be possible to improve Visit Tammiranta's own production such as Tammiranta wine, sahti (traditional Finnish home-brewed-beer) and liquor this would be attractive for the visiting tourists but they could also be potential export products.

2 WHAT IS VISIT TAMMIRANTA ALL ABOUT

Visit Tammiranta business plan is written to act as a guide for starting and running tourism business in north Kymenlaakso. Written business plan also shows the frame of Visit Tammiranta-business to possible investors and networks if and when needed. Likewise an Finnish proverb says: well planned is half done. The aim of this business plan was to define Visit Tammiranta business factors. Business plan explains who and what is Visit Tammiranta and where does Visit Tammiranta function. Visit Tammiranta business plan defines also what is being offered to whom and how. Visit Tammiranta business plan also has a target of the business and why and how to get there.

According to Pinson's (2005, 3-22.) ideas on how to make a good business plan the following aspects have been thought to suit to project Visit Tammiranta. The main points for Visit Tammiranta business plan are several. Table 1 illustrates the basic business facts of Visit Tammiranta. It shows what kinds of services there are available from Visit Tammiranta. The business plan also shows who is and what the owner is like and also how is the staff of Visit Tammiranta. Very important information is to define where Visit Tammiranta is located and how it and its services will be reached. The reach ability affects also to the question of to whom Visit Tammiranta offers its services. Authorities are involved with Visit Tammiranta business when it comes to the business registration and the matters that involve legal and safety issues when running a tourism business. The possible investors and networks are curious to see in what balance of the resources and economies Visit Tammiranta is operating in. Marketing is dealt with when trying to find out how to reach potential clients. And finally there must be a target for all this.

Table 1, Business Basic facts

Business name	Visit Tammiranta (auxiliary name for TAMMAS ry)
Services	food & beverages, hunting and fishing trips, sauna
Target customer	Chinese customers
Location	Tammikaari, 45610 Koria
Sales and info	GSM # +358 40 1234567 (to be confirmed)
Homepage	www.visittammiranta.fi (to be confirmed)
E-mail	info@visittammiranta.fi (to be confirmed)
Logo	oak-leeve
CEO	RAY Lonka
Business Plan issued	October 2009
Copy	1/1
Business Plan made by	K. Lonka, (KyAMK BBA final thesis, December 2009)

2.1 Purpose

The purpose is to share unique experiences among its clients, employees and owners. Visit Tammiranta provides a nature environment, fishing, hunting, cross-country skiing, snow-mobiling, winter-fishing primarily for Chinese clients. Visit Tammiranta selling is going to happen mostly via travel and fair networks and electrical advertising, as well as via personal selling through networks. Services are available, from half-day packages to full-day packages to several weeks and the service is also tailorable. The purpose of this business idea is also to provide adequate income and profit with pleasing lifestyle to its business owners as well as combination of a pleasing level of income and lifestyle for its employers.

According to survey Finnish experimental tourism markets in North America made by Jukka Laitamäki (2009, 3), Finland should concentrate primarily on rural tourism with focus on countryside holiday experiences. Laitamäki's survey results convince that Visit Tammiranta has chosen good focus on services as mentioned in previous paragraph and as table 1 illustrates.

1. *Rural tourism with focus on countryside holiday experiences*
2. *Nature tourism with focus on wildlife holiday experiences*
3. *Cultural tourism with focus on music holiday experiences*
4. *Soft adventure tourism with focus on Arctic holiday experiences*
5. *Heritage tourism with focus on Christmas holiday experiences*
6. *Wellbeing holidays with focus on Finnish spa- and sauna experiences*

(Laitamäki, 2009)

2.2 Product

According to Jobber (2004, 16), the 4Ps are the areas that business management need to think about when planning for successful marketing. Service offered to international clients is to make them familiar to Finnish lifestyle. Nature and variety of activities are just behind the corner to make international clients stay pleasant. Maybe that is only a half day or few days or could be even more. The point is that Visit Tammiranta did not need to create anything ‘special’ to attract possible clients. It is the lifestyle that is easy. Visit Tammiranta is not something for masses. It is something personal. Service is made by human touch to share the good feeling of being together. Just by being open and welcoming to all. Visit Tammiranta offers chance to foreigners to experience the lifestyle that is so common to all Finnish people. Summer cottage, sauna, quiet nature, hunting, fishing, boating, swimming etc. activities are all available to their clients who desire for something environmentally friendly and so typical Finnish experience during their stay in Finland. See Chapter 6.3 and table 16 for the detailed product package description.

2.3 Visit Tammiranta offers

Visit Tammiranta wants to offer to its international clientele chance to experience true Finland. The aim is to share the nature of South- East of Finland, by the River Kymi surrounding with its all possible activities and experiences with its targeted customers in priory to Chinese travelers.

As Trevor Corson wrote:

“What Finland can teach America about true luxury- Finns value time and solitude- along a high quality of life for all citizens. New York - What is true luxury? Just when I thought I'd settled on my answer – a flat-screen TV the size of Kansas and a leather-upholstered car that can travel at triple the speed limit – I made several visits to Finland. Shortly after my return the financial crisis hit. Finland has been on my mind ever since. In these hard times, we could learn a few things about luxury from the Finns.

Strolling the streets of Helsinki, the capital, I noticed a lack of grand architecture and opulent homes, and an abundance of modest cars. Helsinki was a nice enough city, and it had some gems of modern design, but part of me felt that Finland was a bit dull. And, strangely, some of the Finns I met seemed to take pride in this.

Finland seemed even duller on my next visit in July. The weather was glorious, but Helsinki felt like a ghost town. I learned that most Finns take a five-week summer vacation, and that many of them disappear for the entire time to tiny, bare-bones cottages in the woods. Curious, I wrangled an invitation to visit one of these secluded cabins. It was meticulously cared for, but lacked any creature comforts. I quickly realized that there was nothing to do and no one to see.

After a couple of days at the cabin I was a convert. It was marvelously relaxing, and I realized the Finns were on to something – a form of luxury that had little to do with high-end products, the quest to acquire them, or the need to show them off. While some Finns pursue the material

trappings of success, most seem to feel that the pleasures of time and solitude are more precious.

During my visits, I met some North American expats, including a Canadian who'd lived in the US for years. "I talk to friends back in North America," he told me, "and they tell me about all the latest toys they've bought. Here I'm just puttering away on my little house like a Finn, and that's about it. The pace of life is slower. I like that."

Americans in Finland shared similar sentiments. But they weren't naive about the place, and there was a reason they weren't buying the latest toys. "I'll never become rich in Finland," one explained, "the taxes are just too high." But for him it was a trade-off worth making. "Great healthcare, basically free. My kids get one of the best educations in the world, free." By the way, that includes college, free. He had no plans to move back to the States.

As I spent more time in Helsinki, my own notion of the luxuries available in Finland expanded to include more than just the quiet pleasures of a cabin getaway. Finnish cities are filled with universally well-maintained and high-quality schools, hospitals, buses, trains, and parks. While most Finns might never be able to own a well-appointed SUV or a big house, they value the less-tangible assets they do have, which add up to quality of life and peace of mind. Finland doesn't pay lip service to providing a level playing field for all its citizens. It really does give the vast majority of its citizens a fair and equal chance in life, in a way that the US just doesn't, no matter how much Americans like to think it does.

Finland has its downsides, of course. The Finns I met described high rates of depression and alcoholism among their countrymen, and admitted that many Finns seem to suffer from low self-esteem. When I returned to the dynamic bustle of New York, I was happy to be back, even with the financial crisis decimating the economy.

Compared with Finns, Americans have qualities I admire and treasure: optimism, an entrepreneurial spirit, and a willingness to be opinionated, for starters. These qualities will help us fight our way back to economic health.

But let's face it: The single-minded pursuit of outsized material consumption helped get us into this mess. As we struggle to get back on our feet, perhaps we should pause for our own "Finnish moment." “

(Corson, 2009.)

This is quite a lot what Finland and Finns are like. This is what Visit Tammiranta wants to share with its targeted Chinese clients. Visit Tammiranta's goal is to share personal and typical Finnish lifestyle in a great, clean, peaceful environment. There are typical activities to share with its dear clientele. Visitors may try row-boating or canoeing by the River Kymi all the way up to the Keltti power plant. They can also make a stop by the islet Koivusaari and maybe cook some soot-pot-coffee and heat some sausages by the camp-fire located just by the laavu (permanent built half-tent that is often made of logs). As the clients get back to Tammiranta, they have a chance to try some gun-shooting and/or even hunting if they have hunting permission from their home country (more about this chance later in the rules and regulations-section). The clients can also try driving a moped or hiking to another laavu for dining, or maybe they can choose to do some fishing from the pier. After a nice and active day it will be nice to go to a traditional Finnish sauna and if they dare, to take a swim at the River Kymi.

2.4 Place

Based on Jobber's (2004, 19) ideas on marketing the key points to Visit Tammiranta success is having the right service at the right time in the right place. Visit Tammiranta has a very good location when it comes to tourists in need of spending some extra a day or two and not quite sure why they are in Finland. What to do in Finland. Visit Tammiranta is a service targeted for Chinese clients who want to be comfortable and want to stay for a day or two or for more. The clients have no forced itinery but they have the chance to spend enjoyable time. Of course there is a desire to hire Chinese speaking staff but a lot can be saved just by having menus and activity time-tables available in Chinese.

2.5 Location

Visit Tammiranta is located in the Southeast of Finland and it is an one hour and half drive away from Helsinki (capital city of Finland). Figure 1 illustrates the location of Finland in the northern part of Europe. The black line illustrates the direct flights between China and Finland.



Figure 1 Map of Asia, showing line between China and Finland (Maailmankartta, 2009.)

Kouvola's location is also very good when travelling from Helsinki, Finland or St. Petersburg, Russia to Kouvola. It takes one hour and half to travel to Kouvola from Helsinki by train. Some local trains make it in same time directly to Korja. This is an en-

vironmental opportunity as soon as the new railroad, according to Kehäratasuunnitelma 2008, is opened from Helsinki-Vantaa airport to Tikkurila railway station. If someone likes to use busses to travel from Helsinki to Koria, it will take little bit over two hours to get there. The trains from St. Petersburg take five hours to Kouvola. (New Allegro-train is supposed to start to traffic year 2010 and it will make the journey take only 3.5h from St. Petersburg to Helsinki so to Kouvola it will be a lot less.) (VR, 2009 and Kehärata, 2009)



Figure 2 Southern Finland (Eurooppa, Etelä-Suomen Lääni, 2009.)

2.6 Employees

In the beginning the business will have a working owner (entrepreneur) and assistant. Assistant is hopefully getting some fixed salary that is linked to the possible funds from Employment and Economic Development Center. These two are the carrying powers. They make sure that all the government reports and applications are done. Check that premises and needed machinery among all other needed equipment are in good condition and ready to be used. Also an order for home-page, for wider visibility and information spread, must be placed.

The qualification for Visit Tammiranta business of the owner relies on his education from career in military and experience of hunting and fishing. He has also participated in several cooking courses as well as courses where to learn how to build things from logs. Also he has completed courses of local environmental guidance. He has also been an voluntary fireman for years and got experience on first aid. The assistant has education and experience in tourism and business administration. Also she has taken some courses in security and emergency and can communicate in Finnish, Swedish, English and French.

An additional help will be received from international (preferably) Chinese student trainees. Their share is needed to help out making the web site especially also in Chinese. The trainees would also be hosting Visit Tammiranta's Chinese clients (that is because the clients most likely feel much more comfortable if someone local speaks Chinese). Also translation of the menu will be on duty-list as well as the list of activities available for guests. Also feedback- document needs to be written on Chinese. Not to forget written instructions on how to deal with the safety while boating or canoeing in the River Kymi.

2.7 Work experience and knowhow

To guarantee the possible satisfaction for the international clientele and success of this small travel business, the owners and employers are well educated in the field. Education on business-, travel industry and military based education are all very suitable for running this kind of a business to its maximum potential. Courses taken are meant to expand knowhow and to make the business go smoothly. The personal skills and qualities are being fully used for the good of clients visiting Tammiranta, Finland. The strength of Visit Tammiranta is strongly based on building enthusiastic family business, being flexible and innovative, being fully active and activating. Visit Tammiranta is a living life-style-family-business, caring for the Southeast area, especially River Kymi surroundings, of Finland. Visit Tammiranta is patriotic and proud of what they are and what they have to offer and wants to share it all with its dear international

clients. The worst weakness is also the strength of this business; the people who work there have the personality to get excited in seconds and to trust in good in people, even when the employers have certain work experiences and experiences from here and there, they might study for more through various service providers. For example an internet site, www.experiencebusiness.fi-website, is one potential source to keep the business idea and network as well as competition knowledge continuously updated.

2.8 Property and purchases

To be able to go on business, Visit Tammiranta has to have some property of its own. Actually there is a house by the River Kymi. Figures from 3 to 9 illustrate the Visit Tammiranta premises.



Figure 3 Visit Tammiranta premises and view to the River Kymi



Figure 4 Visit Tammiranta wooden bear standing in gateway to pier

Also there are a lot of garden furniture and place for both camp-fire and BBQ.



Figure 5 Visit Tammiranta Laavu, wooden half-tent



Figure 6 Visit Tammiranta lunch buffée Chinese style

There are several small motor boats and canoes to use.



Figure 7 Visit Tammiranta view to the River Kymi by the motor boat



Figure 8 Oak-trees shades the view to the River Kymi at Visit Tammiranta

Bio-out-house is a good thought given for environment.



Figure 9 Environmentally friendly bio-outhouse

Guns and equipment for fire-shooting are available. Also couple of mopeds are already parked in the garage. All the cooking and serving equipment are available. Hunting land is already available. And so is the river for fishing. Also a lot of fishing equipment is already existent. What still would urgently need; life jackets when boating. Everyone when operating with water needs to be properly and safely dressed. The rental (and reconstruction costs) of the sauna on the other side of the river would come in question. At least until Visit Tammiranta has chance to build the sauna of its own for its clients. When it comes to the question of expanding the business, then there will be some more and different kinds of needs for purchases.

3 THE CUSTOMERS THAT ARE MOST DESIRED BY VISIT TAMMIRANTA

3.1 Profile of customer travelling to Finland

Table 2 illustrates that Japanese, Chinese and Australians paid the most for their trips to Finland. It also shows how the clients from specific countries use money and how much. As in the Visit Tammiranta's interest, the Chinese tourists have spent next most to their tickets. The Chinese tourists also have spent average second most during their stay. As for food, the Chinese tourists are the ones that have spent most of the money during their stay. Also it is noticeable that the Chinese tourists are the ones to spend most on shopping. What this means, is that the Chinese tourists are having plenty to travel with. They are also willing to pay for first quality of holiday. They also like to buy presents and souvenirs back home. All of this means a good opportunity for service provider to sell their services and products.

Table 2, Factors of foreign visitors in Finland in 2008 (FTB, 2008)

country	1000 pax	change % from previous year	average price for their package tour €	average nights spent	average money spent during their stay €	accommodation €	food €	shopping €
Russia	2331	+13	407	1.4	250	20	33	174
Norway	187	-4	389	3.5	300	86	69	89
Switzerland	71	+8	815	7.5	523	77	113	177
United States	114	-5	n/a	9.4	420	97	108	85
Canada	21	+/-	n/a	n/a	394	188	100	65
Japan	105	+2	1497	2.3	210	63	56	73
China	56	-15	1308	8.9	557	97	119	254
India	32	+78	n/a	10.4	581	251	88	156
South Korea	22	-29	n/a	n/a	n/a	n/a	n/a	n/a
Israel	10	+12	n/a	n/a	n/a	n/a	n/a	n/a
Australia	51	+26	1025	6.4	64	64	71	85

It is noted that, from the amount of visitors, there is potential to choose which target group to concentrate on. According to the Border Interview Survey (2008), table 3, absolute the high season for tourism is June, July and August. Business travelling is clearly less frequent on July and August than in other months. Customers with purpose definition as 'other leisure' are the most in every month except in September. Second most of the visitors are the ones with purpose definition as 'business'.

Table 3, (thousands of) Visitors in Finland according to the purpose and time of the visit. (FTB, 2008.)

main reason	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Business	106	104	141	154	186	156	69	116	158	126	110	97
Friends, relatives	57	41	42	43	53	59	115	108	53	42	45	45
Other leisure	189	125	160	205	222	243	389	383	154	134	171	216
Other trip	91	31	47	60	60	97	96	104	65	39	53	60
Several reasons	25	21	34	48	45	48	53	52	38	28	39	22
Total	468	322	424	510	566	603	721	764	468	369	417	441

According to the Border interview Survey (2008) by FTB, and as table 4 illustrates, out of all the visitors in Finland, 59% were men. The amount of men was even higher (78%) among the group that visited Finland for business reasons. Most of the tourists were between 35 to 44 years old. Most of the visitors came to Finland by plane.

Table 4, Gender and age of the visitors in Finland 2008 (FTB, 2008)

Age group	Business travel %	Friends relatives %	Other leisure trip %	Other trip %	Several reasons %
Under 15	0	8	8	6	4
15-24	5	12	11	18	11
25-34	25	21	20	20	22
35-44	33	18	23	20	26
45-54	24	16	20	17	17
55-64	12	16	20	17	17
65-74	1	8	5	5	6
over 75	0	1	1	1	1
Average age	41	44	42	38	40
Gender					
Male	78	45	48	47	59
Female	22	55	52	53	41

3.2 Service based on customer need

The Helsinki-Vantaa airport is the gateway for straight Asian-European flights. That is why there is a great opportunity to maximize the attraction of Finnish tourism experiences for all those who are only transit passengers. According to the Gateway- travelling survey (2008,9), made by Haaga-Perho tutkimuskeskus, the number of Chinese customers, sleeping over night in Vantaa hotels, have increase by 48%. According to a study of Gateway-käsitteen elinkaari Venäjän matkailussa, by Karhunen-Kosonen-Paajanen (2008, X), almost 40 percent of the visistors that considered themselves as transi-visitor, stayed in Finland for one to two days. Those visitors are potential clients to purchase more full-filling travelling services such as food and accommodation, sight seeing, shopping while their stay in Finland.

3.3 Target customers

The ideas of Jobber (2004, 48-50) were kept as basic ideas when planning for Visit Tammiranta marketing operations and especially its target customers. According to that the choice of the target market, the right customer, makes it easier for the company to keep their customers satisfied. There is no need to get just any customer with any cost. When trying to please multiple needs you might end up with pleasing no one. This is very important especially in the service field that is not for the masses. Basically different cultural backgrounds create certain tension when dealing with strangers. But to minimize the effects of this tension it will be good for Visit Tammiranta to start with one target group, such as Chinese, and learn to cope with them. When people in the service field understand and feel comfortable with clients who have different habits and lifestyles it will be easier to meet the clients' expectations. Of course, if there is a need for more sales and if there is a need for expanding the variety of the target group, then the people in the service field just need to get to know the client, how they are, what they like, what they do and how they do. Most likely in a small service business it is not a good idea to mix different cultural backgrounds at once.. Of course you can mix the groups if it is requested.

3.4 Basic information of the target group

According to Tuominen (2003), Chinese tourists travelled to Finland mainly as leisure trip (51.0%) out of which 50.3% were roundtrips through several countries. Most of the respondents were working for government owned enterprises 36.6% or government officials 13.8%. Most of the Chinese tourists were staying in Finland an average of 13 days (54.8% of all respondents). Most likely they were also taking a cruise to Stockholm, Sweden and were travelling in small to medium size groups. It is good for business to concentrate on some special target group. The company may face serious trouble if trying to please too many clients at once from too many backgrounds. According to a FTB survey 2008 most of the tourists to Finland came from Russia. Second place went to Sweden. Third place went to Estonia. Fourth place went to Germany and fifth went to Great Britain.

3.5 Visit Tammiranta's choice for the first target group

In the Kouvola area there is a rather interesting Chinese community, such as China Center and Chinese owned Chinese Health Center in Valkeala –formerly known for being Valkeala Hospital. Visit Tammiranta has chosen Chinese customers as a premium customer group. The decision was based on personal interests and networks. The owner of Visit Tammiranta has a friend who is a Chinese doctor living in Helsinki and who has visited Tammiranta several times and experienced the typical Finnish countryside lifestyle that Visit Tammiranta has to offer to its Chinese clients. At the local University of Applied Sciences there has been, and still is, quite many Chinese students who need to get their basic and specialization training done. These students can easily work as trainee guides for the selected target group. Also it is not a bad idea to arrange kitchen for clients where they can cook their own food. Chinese people seem to try different food but to get fulfilled; they like to eat their own type of food. (Authors experience from previous work environment with number of Chinese customers) So there is no need to spoil customer feeling by saying 'It is not possible to eat Chinese when in Finland'. Of course, it is possible.

Figure 10 illustrates where to find potential clients for marketing. The biggest group is employers working for government owned companies. The second biggest group is business men working for private companies. The third group is 'other' but it is difficult to define where to find them. The fourth one is government officials. Those are the target groups that also, according Tuominen survey (2003), travel for business and spend a lot of money during their stay

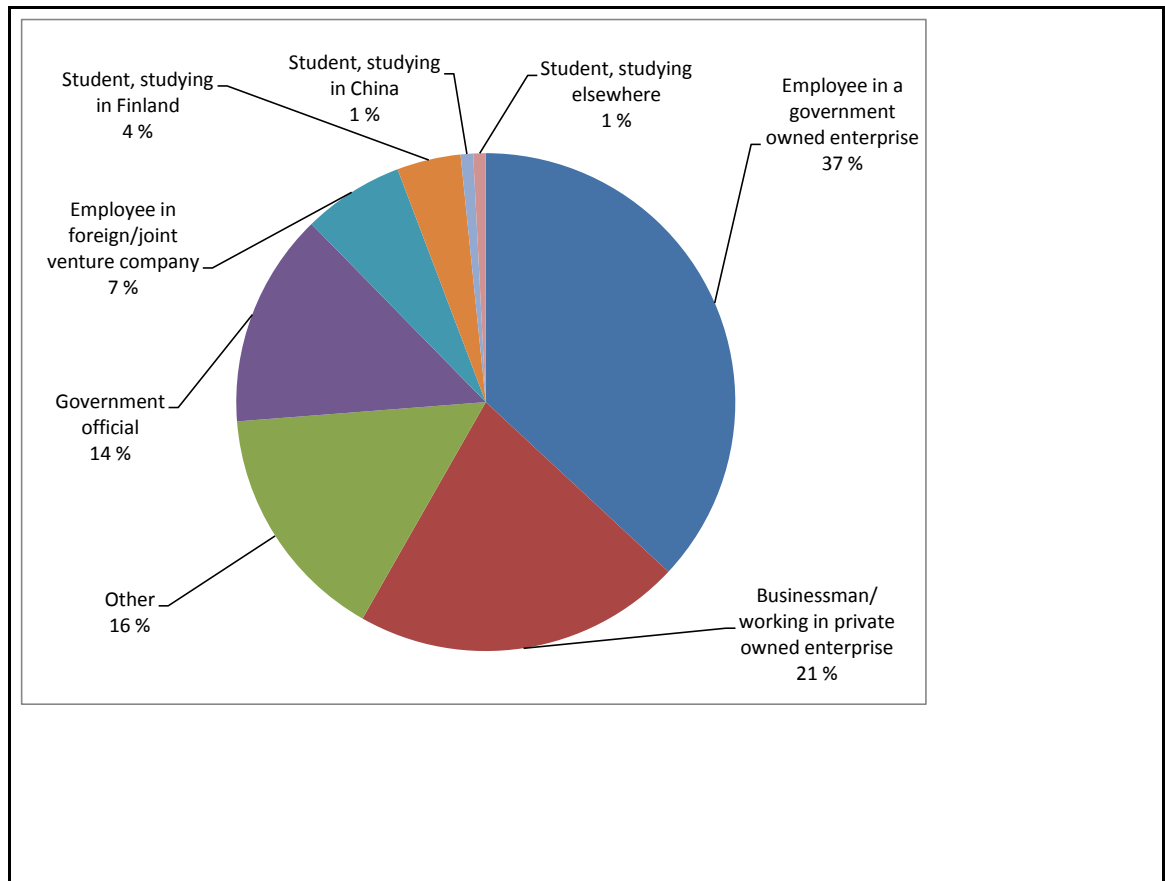


Figure 10 Professional background of the Chinese travelers year 2003 (Tuominen, 2003, 10)

When considering target markets you will notice that most of the enterprises are government owned businesses and governmental officials among private owned business employers. Figure 11 illustrates that it would be beneficial to try to concentrate sales in Liaoning and Beijing. Secondly in Jilin, Shandong, Shanxi and Hebei. According to Tuominen survey it is also important to notice that Liaoning, Jilin and Shandong travelers came mostly for holidays than business trip.

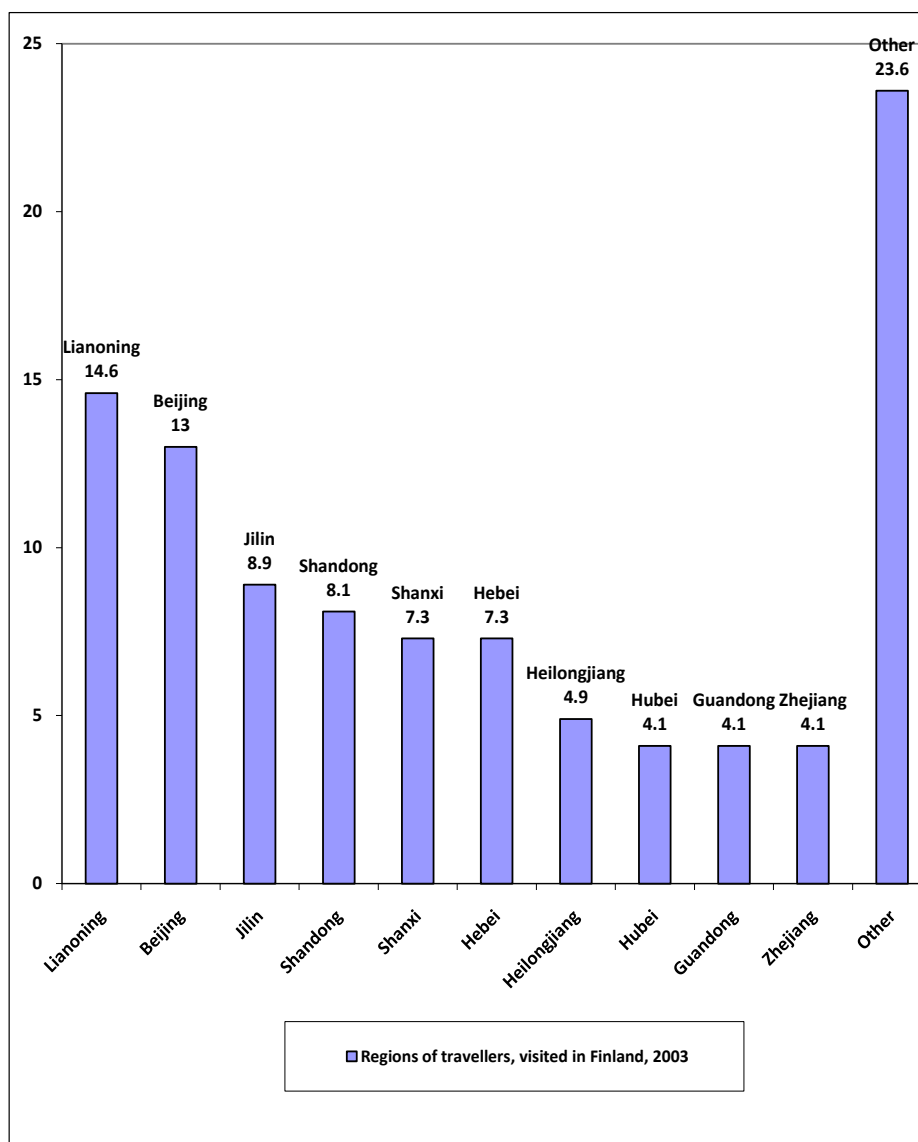


Figure 11 Regions of Chinese travelers, visited in Finland, 2003 (Tuominen, 2003,11.)

The Schengen visa issued by the Finnish Embassy in China makes it obligatory for the tourists to stay in Finland at least two days before they can continue their approximately ten-day round trip in Europe. According to Tuominen (2003) survey this fact had been a surprise to many of the tourists. This factor suggests, marketing half-

day/over night visits to Visit Tammiranta. Tuominen (2003) survey also mentioned how difficult it had been for those Chinese tourists to find information of tourism in Finland. Those who were forced to stay in Finland for two days due to the Schengen visa were not even interested in getting any information. So there is definitely potential to make some additional sales to and happily surprise clients when showing them how much better and exiting Finland can be.

According to Tuominen (2003), over half of the travelers claimed that there was no information available from the Finnish Embassy or the FTB office in Hong Kong or in Beijing. Also they claimed that there were no articles about Finland in newspapers or in magazines. This information is clear advice for promoting our people both in embassies and in FTB-offices to hand out preferably bit more information than what the client asked for. Keeping in mind; how they can ask for something that they do not know. Those visitors who did have some information of Finland before their arrival gained the information mainly from books as illustrated in table 5.

Table 5, From where the Chinese tourists got their Finland information before their trip to Finland, (Tuominen, 2003, 26)

General information about Finland in books	47.4%
Friends/relatives/collagues	15.8%
Business contact in Finland	14.0%
TV/Radio-programs	14.0%
Travel agency	5.3%
Internet	1.8%
Other	1.8%

4 VISIT TAMMIRANTA OPERATIONAL ENVIRONMENT

4.1 Local competitors

Local competitors, as illustrated in the table 6, are the ones that are physically located at the same area, Southeast Finland, specifically in North Kymenlaakso. Local com-

petitors are the ones considered to operate with most similar services. According to competitor web-pages it is noticeable that half of them serve clients only with Finnish language and almost half of them with Finnish and English. Some of them are also serving the clients with Dutch or Russian. Competitor names are not very international. Kymisun is the only one of the competitors that is having one part in its name in English. None of the competitor-name is reflecting their services in to a English-speaking customers.

Table 6, Main competitors with name and contact information (Visit Kouvola, 2009)

NAME	CONTACT	HOME-PAGE	WEB-PAGE LAN- GUAGES
Seikkailu- viikari	info@seikkailuviikari.fi	www.seikkailuviikari.fi	FI, EN, RU
Retkipalvelu	ilander@retkipalvelu.com	www.retkipalvelu.com	FI
Myrskytuuli	seikkailu@myrskytuuli.net	www.myrskytuuli.net	FI, EN
Kymisun	riitta.eskola@nic.fi	www.kymisun.fi	FI, EN, DE
Kymenelämys	asko@kymenelamys.fi	www.kymenelamys.fi	FI
Kuutinkolo	info@kuutinkolo.com	www.kuutinkolo.com	FI

Tables 7 illustrates businesses have mostly the same or similar services to offer for their clients at north Kymenlaakso, Repovesi, Verla and Anjalankoski areas. Webhosting-service: <https://www.hostingpalvelu.fi/> could be used for purchasing web-address. The name “visit...” is also being used by many bigger, official tourism sites such as visitkouvola.fi, visitfinland.fi, visithelsinki.fi, visitnewyork.com, visitflorida and so on. Address specifies that it has something to do with travelling/visiting business. It would be a good idea to name the company with the name of the place if the name of the place is not too common and easily to be mixed with other services. The ending, in “fi” is good to be chosen for defining the service area as in “Finland”. The prices for FI-domain is only 15€ for a year and prices for the web-hotels the prices start from 2.90€ a month.

What do the competitors have good in them, is that they are and have been doing similar business in the same area (as Visit Tammerkoski will have) of Finland. For Visit Tammerkoski’s benefit luckily most of the competitors are having the actual business in the more northern parts of Kymenlaakso. According to the study of the competitor web-pages, most of them are not actively seeking for potential clients outside of the

area. Most of the competitor homepages are giving most of the information in Finnish to Finnish clients. Also the pricing information is often very hard if not impossible to find as table 7 illustrates. Most often companies require personal contact if clients wish for more information. None of the local competitors is offering full-package-services, including transportation, accommodation, food and beverages and events. At least according to their web-pages. Directly competing services with their pricing are highlighted with red in the table 7.

Table 7, Main services offered by main competitors and their main pricing (Visit Kouvola, 2009)

SERVICE	Seikkailu- viikari €	Retki- palvelu €	Myrsky- tuuli €	Kymi- sun €	Kymen- elämys €	Kuutin- kolo €
archery	200€+ 8% VAT	-	-	-	N/A	-
abseiling	320 +8% VAT	N/A	640€ +VAT (20pax)	-	-	-
Kymijoki- trip, rowing	450€ +8% VAT (max 12pax)	N/A	-	-	-	-
Kymijoki, by (motor) boats	350€ +8% VAT	-	-	6€/pax (12/25 pax)	-	-
trip by canoes	from 270€ to 350€ +8% VAT (max 16pax)	N/A	590€ +VAT (10pax) 815€ +VAT (15pax) 940€ +VAT (30pax)	-	-	-
rock climbing	370€ +8% VAT (max 15pax) 420€ +8% VAT (incl. boat) (max12pax)	-	-	-	-	-
rope River crossing	370 +8% VAT (max 15pax) 420€ +8% VAT (incl. boat) (max12pax)	-	-	-	-	-

Lake trip by motor boat	250€ +8% VAT	-	-	N/A	-	N/A
trip by church boat	190€ +22VAT (max 40pax)	N/A	590€ +VAT (10pax) 815€ +VAT (15pax) 940€ +VAT (30pax)	-	-	N/A
rambling at Repovesi	50€ +8&VAT +lunch 15€ +22%vat +boat 10€+8%vat	N/A	590€ +VAT (10pax) 815€ +VAT (15pax) 940€ +VAT (30pax)	½ day 80€/pa x full day 120€/pax	-	N/A
fishing	550€ (incl VAT) 980€ +VAT (incl. bullboard) (max 4pax)	N/A	-	82€ +VAT (6pax)	-	-
food and beverage	4-26€/ plate +22% VAT	N/A	N/A	-	networks	N/A
accommodation	1100€/week 180€/2pax/day	N/A	-	-	networks	-
sauna	-	N/A	N/A	N/A	-	-
meeting facilities	-	N/A	2550€ +VAT (15 pax) 3585€ +VAT (30pax)	90€/pax (min 10pax) 40-100€/pax 40-150€/pax	-	-
Verla museum	-	-	-	120€/pax (12 pax)	-	-
3-day trip				740€/pax (10-12 pax)	-	-
paintball + other activites	-	-	-	-	N/A	-

Companies offering hunting services all around Finland are considered as local competitors because of the limited amount of the companies offering such services. As table 8, illustrates, most of the companies offering hunting services have their information also on English. Their prices also show that hunting trips are special-interest trips that are more value than the ones for masses.

Table 8 the companies offering hunting services in Finland with their pricing

NAME	HOME-PAGE	PRICE	LANGUAGE
Royal Hunting club Finland	www.royalhunting.com	N/A	FI, EN
Ainola	www.ainola.net	from 840€/day/pax (4-9pax) to 5250€/week/pax (4-9pax)	FI, EN
Blueberry Woods	www.bwh-pro.fi	N/A	FI, EN
Villi Pohjola	www.villipohjola.fi	N/A	FI, EN
Tampereen kuhankeittäjät	www.kuhis.com	4500€/ 1-2pax /expedition 8000€/3-4pax/ expedition	FI, EN
Hiiden Kämppäkartano	www.haapaniemenmatkailu.fi	6400€ (incl. VAT) / 10pax/3 days	FI, EN, DE
Hotelli Kolari	www.hotellikolari.fi	845€/ 2days/pax 500€/ 2days/ pax (2-3 pax)	FI, EN, DE
Kyläkeskus Syke	http://www.metsastysretket.fi/en/kylakeskus_syke/	200€/pax/day (5 pax for 3days)	FI, EN, DE

This is what is to be seen as a good chance for Visit Tammiranta-business concentration to market its services rather long-distance than local. (More about this on Visit Tammiranta marketing plan section later on)

4.2 Nationwide competitors

According to Tuominen (2003) survey made by FTB, and as the table 9 illustrates, the number one destination in Finland for foreign tourists is Helsinki. Far behind comes Vantaa. All the other bigger towns are quite equal when it comes to the foreign attractiveness. The Kouvola area is listed with its 0.7 % of all travelers heading to Finland. This survey has left Lapland totally out of selection- so it might make the results little bit differ from what it is in reality. According to these results, the Kouvola area has all the possibilities on making its way up when considered more and more attractive destinations in Finland. The location of Kouvola makes it easier and faster to reach from Helsinki and is giving to Kouvola great benefit compared to its competitors (out of Helsinki and Vantaa of course).

Table 9 The share of foreign tourists according to the different cities in Finland (Tuominen, 2003)

TOWN	%
Helsinki	79.0
Vantaa	6.5
Tampere	2.9
Espoo	2.2
Raahe	0.7
Kouvola	0.7
Oulu	0.7
Jyväskylä	0.7
Joensuu	0.7
not answered	5.8

4.3 Global competitors

Tables 10 and 11, illustrates the survey results that in winter activities the worst competitors to Finland are Sweden and Norway. As for summer activities, the interests vary much more and the competition is much harder. As for business idea of Visit Tammiranta, the results are good.

According to Heikki Artman's (from Art-Travel Oy) survey for FTB following results were found. Activities attraction compared within several European countries:

Table 10 Winter activity attractions in Europe 2009 according to Visit Tammiranta interest in offering services. (Artman, 2009. 8)

WINTER ACTIVITIES	CROSS COUNTRY SKIING	SNOW MOBILING	WINTER FISHING
Finland	5	5	3
Sweden	4	4	2
Norway	5	3	3
Estonia	1	1	0
Russia	2	1	2
Germany	3	0	0
Great-Britain	0	0	1
Italy	3	0	0
France	3	0	0
Austria	4	1	1
Switzerland	4	0	1
Netherlands	0	0	0

5= internationally important, top of the world

4= internationally important

3= internationally not very important, but there is availability

2= little important internationally, but domestically important

1= no importance internationally, even though there is availability

0= no availability

Table 11, summer activity attraction in Europe 2009, according to Visit Tammiranta interests in offering services. (Artman, 2009,9)

summer-activities	fishing	canoeing	hiking	hunting	wild-life	boating	cruises
Finland	3	4	3	2	3	3	4
Sweden	4	5	4	3	1	4	4
Norway	5	4	5	3	4	2	5
Estonia	2	3	2	3	3	3	1
Russia	4	2	3	4	3	1	4
Germany	1	3	4	1	1	3	4
Great Britain	3	2	3	3	2	3	2
Italy	3	2	4	3	2	4	4
France	3	2	4	3	1	4	2
Italy	2	2	5	3	2	2	3
Switzerland	2	3	5	1	3	1	1
Netherlands	1	1	3	0	0	2	0

5= internationally important, top of the world

4= internationally important

3= internationally not very important, but there is availability

2= little important internationally, but domestically important

1= no importance internationally, even though there is availability

0= no availability

4.4 Networks

According to Puustinen-Rouhiainen (2007), small and bigger networks are important for tourism business. Networks are not only the businesses operating in the same field but also in the fields related to it. Also common-marketing chain for tourism business operating in the same area or specialized in the same type of services, can be a good example of a networks. Networks can be one type since in the beginning Visit Tammiranta has no chance to provide neither accommodation nor transportation for its clients, the services are being offered by Visit Tammiranta's networks. Hotels, cabins, camping areas and car rentals are being used. Food and beverages are being purchased from several different service providers. The packages itself for the client are full-packages that are easy to purchase. The packages vary prices according to what services are included or not. Transportation, accommodation, food and beverages, events/facilities are easy to pick most suitable for each target group.

Because Visit Tammiranta is planning to go on business with as little of the investment on real estate as possible; accommodation can be provided via networks. Later on –latest few years of the successful operations- Visit Tammiranta plans to invest on guesthouse that can provide also accommodation other than camping outside. Until then accommodation is being provided by networks, such as hotels in Kouvola area: Cumulus, Sokos Hotel Vaakuna, Hotel Sommelo, Apartment hotel Turistihovi, Hotel Kantri, Voikkaan Klubi, Leo-Hotel and Orilammen Lomakeskus (Visitkouvola, 2009)

Mansions and estate accommodation is available from Aholan vierastalo, B&B Gasthaus, Kahvila Koskiportti, Kartanohotelli Radansuu, Kestikartano Aurantola, Kirjokiven kartano, Kunnalan Marja ja Matkailu, Lomatila Harju, Majatalo Hetekka, Matkailutila Lomakivi, Matkustajakoti Pioneerit, Mikkelän tila, Moisio kartano, Onnelan tila, Orilammen maja ja lomakeskus, Tmi Leena Viitala, Tolkkilan kartano, Tuula Gonzales and Virran tila (Visit Kouvola, majoitus, kartano- ja maatilamajoitus). Because camping accommodation can be provided by Visit Tammiranta the competitors providing camping services are not considered as networks. Because Visit Tammiranta is planning to keep non-straight-profitable costs on control, transportation is provided by several different taxi- and transportation companies. Companies such as Scandia-rent, Avis, Karon. (www.Google.com search-words: autovuokraamo, Kouvola). Visit Tammiranta is keeping in mind to favor local producers for food and beverages purchases as its networks. Some exceptions are necessary when it comes to guarantee first class of service. The priority is in food- and beverage- purchases from local wholesales, local smoked meat producer and local bakeries. Companies like Korian Leipomo, Korja Palviliha, Metrotukku Kouvola are number ones from where to purchase food and beverages. Secondly purchases are made long-distance but keeping good quality in mind. Little bit more long distance are Heino, wholesales in Vantaa, and Tuusulan lihasavustamo. In other words, services are tailored for client easy to purchase.

Other networking companies and organizations:

- Suomen luontoyrittäjyysverkosto ry is registered association for companies specialized on nature and environment tourism.
- The aim of North Hunt project *“is to support the development of sustainable hunting tourism that will diversify the economic activity of peripheral regions in Northern Europe”*.

Those networks are good for to receive up to date information and to be able to hand over recent knowledge that is received from clients. This two-way-information float becomes handy when people working in the field actually get the most accurate information and are able to hand it over to those who actually can use received information to make best out of it, for the benefit to all related to work in that specific field.

To maximize the amount of tourists coming to Southeast Finland for holiday, it might be needed and possible to do co operation with so considered competitor companies. This is because the marketing actions internationally are quite expensive for each small business in the area. So if creating some kind of a common marketing project with as many as possible companies operating in the area, most likely there would be a lot more clients coming to Kymenlaakso area for their holiday experience.

5 RULES AND REGULATIONS AFFECTING VISIT TAMMIRANTA

The rules and regulations are being strictly followed. Special interest information concerning hunting and fishing trips, are being given to clients at their first contact when they are showing interest towards mentioned activities. The clients are allowed to do hunting in Finland if they have reliable documentation on that they are allowed to do the same type of hunting at their home country. Visit Tammiranta will take care of all

the needed documents, needed activities such as arranging shooting tests and authority contacts in Finland. The rules and regulations for fishing for foreigners are the same as for Finnish. The fishing license must be paid and that will be taken care of on behalf of the client by Visit Tammiranta. Roni Selen from the Ministry of Agriculture and Forestry was also contacted by phone call for this information since the web-page of Ministry of Agriculture and Forestry did not mention how the rules and regulations are to concern foreign fishers. (www.mmm.fi and www.riistainfo.fi)

Tables' number 12 and 13 are listing more specifically the aspects of the service that requires mentioned action. Also there is specified who is responsible to follow mentioned rules and regulations. Table number 13 is more like listing of the authority requirements when starting a new business in the tourism field.

Table 12 Rules and regulations concerning hunting, fishing and catering businesses to be followed by the client and entrepreneur

RULES FOR	ACTION	FOLLOWED BY
HUNTING	<ul style="list-style-type: none"> • Proper license to hunt • Shooting exam as required • Hunting permissions • License to carry fire arms (riista.fi,2009) 	client/ entrepreneur can take care of byrocracy for clients smooth stay
FISHING	<ul style="list-style-type: none"> • license to fish 20€/year or 6€/7days 	client/ entrepreneur can take care of byrocracy for clients smooth stay
CATER-ING	<ul style="list-style-type: none"> • health inspector check • hygiene plan 	company

Table 13 rules and regulations concerning business registration and authorities and safety issues

BUSINESS REGISTRATION	<p>When starting new business it takes quite a lot of work to get business registered to all the necessary places. Easiest thing to do is to reserve an appointment at Employment and Economic Development Center (later called as EEDC). There is staff to help anyone out with how to get started. They will also help later on with how to improve your business or how to go global. They also give advice with financing. Also the registration of the business can be done via EEDC. If needed to contact with the simple matter National Board of Patents and Registration of Finland, EEDC, will help you out with that also. Otherwise National Board of Patents and Registration is taking care of matters such as patents, registered designs, trademarks, register of foundations and associations.</p> <p>(Yrityssuomi, 2009) (TE-Keskus, 2009)</p>
TAX OFFICE	<p>New business owner is responsible to report to tax office and to start pay for hand taxes. Also if the operations are big enough, is report for entry into the value-added-tax-register needed.</p> <p>(Verovirasto, 2007)</p>
INSURANCE	<p>It is highly recommended to buy enough good insurance for the company responsibilities in case accidents happen. Insurance is good to have in case machinery gets broken, you are not able to work due to broken machinery, or you end up in legal fight for a reason or two. There are many insurance companies to make their offers. You need to make some good sourcing to be able to find the best suitable for you.</p> <p>(Kuluttajavirasto, 2003) (Nordea, 2009) (Yrityssuomi, 2009)</p> <p>Anyone who is practicing (with his/her family) is forced to pay for Entrepreneur-pension-insurance. This must have some limitations though according to age and annual income.</p> <p>(Yrityssuomi, 2009)</p>
FIRE DEPARTMENT	<p>If your company has permanent premises that are being used for clients, you need to contact firedepartment for 'resque-plan'.</p> <p>(Lapin ammattiopisto,2009)</p>
HEALTH INSPECTOR	<p>Businesses that have anything to do with food and beverages need to carry out a plan how to deal with the hygiene-matters. Inspector will also come to check the premises where food and beverages are taken care of. Also in the hygiene plan must be pointed how the storage and preparation is going to be taken care of. Health Inspectors will give the permission to start serving clients or they will request more details before doing so.</p> <p>(Kouvola kaupunki, 2009)</p>

POLICE	When it comes to events that have more people involved and anything unexpected can happen it is necessary to make of safety plan and report it to police. That is obligatory if you have a for example restaurant and serve beverages. So in case something happens, and help is needed they are already aware of special needs. This would be included in making safety-plan and reporting it to the police. (Kuluttajanviraston, 2003)
BUILDING OWN PREMISES	In case the company is willing to build own premises, it needs to ask for permission from needed authorities. Such as building license, agreement and permission for water and plumbing and electricity are obligatory to ask for. Also agreement for trash-delivery and bio-plan are necessary to be done. Modern companies also have internet connections to be able to make business as fast pace as possible. (Kuluttajavirasto, 2003) (Lapin ammattiopisto, 2008) (Helsingin kaupunki, 2009)
SAFETY PLAN	Consumer agency has created together with various professional guide for making safety plan for events and tourism companies. This plan includes internal monitoring system in case of accidents and almost-accidents. It also has guidance for reporting accidents and how to make risk analysis. (Lapinammattiopisto, 2008)

6 RESOURCES AND ECOMICAL FUNCTIONS OF VISIT TAMMIRANTA

6.1 SWOT-analysis

To know your company and to be able to lead it in best possible way you need to be aware of the facts where your company lies. Admit the qualities that your company is based on. Get to know your competitors to know who they are, what they are good at, what you can learn from them. And compare the results. Admit the facts that need special attention. Keep your eyes open and try to expect unexpected and still see the chance making best out of it. Keep an eye to known possible setbacks.

Jobber (2004, 44) ideas were used for basics of Visit Tammiranta- SWOT-analysis. In the SWOT-analysis as table 14 illustrates that strength of Visit Tammiranta mainly relies on entrepreneurs' skills and experiences. Opportunity is mainly based on environment attraction combined to good and easy to reach-location. Biggest weakness for

this business is a question of success of marketing and capability of reaching the right customers which affects on income security of the business owner. Biggest threat is mainly caused by seasonal changes and of the capacity of the business to make enough money during the high season so that low season will not damage all of the operations permanently.

Table 14 Visit Tammiranta SWOT-analysis

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Entrepreneur's education • skills • experiences • Business location • minimum investment need • global tourism attraction • Employment and Economic Development Center's fund 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • insecurity for income • lack of coordinated marketing collaboration for global markets • missing language skills (Chinese, Korean etc.) • Seasonal changes in demand.
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Boosting Kymi-area as attractive holiday area • Boosting for also transit (gateway) clients, for (short) holidays. 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • not enough clients-> not enough income • too much demand on high-season ->not possible to make enough income for low-season. • Entrepreneurs injury or sickness

6.2 Financing

According to Pinson (2005, 3) financing is evaluating the company finance and value of security and the concept of financing. According to those results will be the calculations done for how to take care of the financing. Most desired is own capital but

when needed to take the loan it is possible if just the securities are enough and if the company is capable to pay for its debts. The aim for company financing is to find the most profitable way. Financing plan includes survey of possible companies to give loan as well as expected need of financing in what approximate time limit.

6.3 Price

Jobber (2004, 18) ideas for pricing were used for basics of Visit Tammiranta service pricing. As illustrated in tables 15 and 16 Floating price is very usual in the tourism field. Dates well-known for their high-seasonal dates, lifts the prices up. At the same time, last minute sales can drop the prices near to plus minus zero-level. This is what often happens with packaged-tours with their last minute selling when the tour operators have a quota for flight seats and/or hotel rooms, and they prefer to sell the places out with minimum price, before handing the chance to their employers to use the left-over seats. The minimum price is purchased goods + time/service reserved (=salary) multiply 3. That is when use of services in (bigger) groups often comes more user-friendly.

Table 15 Price information used in calculating package-prices

NAME OF THE EXPENSE	AMOUNT PER ONE
salary per month	3000€
additional costs of salary	1000€
buffée	33€
snack	10€
transportation car + trailer/km	0,52€
hunting license	28€

Table 16 Pricing calculated with known expenses

NAME OF THE SERVICE	INCLUDED IN THE PRICE	LOW-SEASON	HIGH SEASON
½ DAY	- transportation - buffée meal - free use of sauna, towels, canoes, rowboats	845€ +8% VAT/ (1-8pax)	1108€ + 8% VAT/ (1-8pax)
FULL DAY	- transportation - 2x buffée meal & snack - free use of sauna, towels, canoes, rowboats - Kouvola sightseeing	1268€ +8% VAT/ (1-8pax)	1662€ +8% VAT/ (1-8pax)
OVER NIGHT	- transportation - buffée dinner - 2x snack - breakfast buffée - free use of sauna, towels, canoes, rowboats - Kouvola sightseeing - accommodation at Guest House Pioneerri	1300€ +8% VAT/ (1-8pax) + fee of Pioneerri House according to amount of rooms	1694€ +8% VAT/ (1-8pax) + fee of Pioneerri House according to amount of rooms
4-DAY HUNTING TRIP (2days hunting)	- transportation - full board - free use of sauna, towels, canoes, rowboats - 2x Kouvola sightseeing - hunting license - accommodation at Guest House Pioneerri	4300€ +8% VAT (1-8pax) + fee of Pioneerri House	5876€ +8% VAT (1-8pax) + fee of Pioneerri House
7-DAY HUNTING TRIP (5days hunting)	- transportation - full board - free use of sauna, towels, canoes, rowboats - 2x Kouvola sightseeing - hunting license - accommodation at Guest House Pioneerri	6450€ + 8% VAT (1-8pax) + fee of Pioneerri House	8814€ + 8% VAT (1-8pax) + fee of Pioneerri House

7 VISIT TAMMIRANTA MARKETING STRATEGY

7.1 Marketing Channel

Jobber's (2004, 635) ideas of marketing channels were given deep thought when planning marketing operations for Visit Tammiranta. The basic decision is to choose to whom Visit Tammiranta is selling at the first place. Is it travel-agents that arrange group-sales, and can affect with their recommendation or choice of multiple individuals. Or is the concentration on individuals who decide that 'yes' we want to come there. Visit Tammiranta is mixing these two. Aim is at being visible at several Finnish tourism sites for those who are independently searching after the most desired holiday and/or pre-/post-tour-experiences. First place for direct sales is in contacts to the companies that operate in Finland and who have international partners coming over for shorter or longer period. These companies might have interest for their foreign partners' enjoyment and better knowledge and understanding of Finland during their stay here in Finland.

Marketing networks via:

- Visit Kouvola.fi
- Visit Finland
- Travel fi-marketing site
- Lomasuomi.fi

Viral marketing campaign: Facebook.com and Youtube.com

Direct marketing: embassies, Finpro, Employment and Economic Development Centers, Finnish companies, Chinese travel-agents (directly or via fairs)

7.2 Promotion

Jobber (2004, 18 & 26) ideas were kept in mind when planning the promotion project and its needs for Visit Tammiranta purposes. There is need for spreading the good news to all who possibly can be in need of offered services. The best thing is when the word of mouth is doing the promotion for your business. That happens very seldom though. But it is good to keep in mind. Every single client is a possible, cost free, promoter to Visit Tammiranta. Sometimes it just is not enough. Not enough fast. Not reaching enough many potential clients.

7.3 Why companies use e-commerce

Ideas of Jobber (2004, 558-565) and Czinkota-Ronkainen (2007, 289-290) were kept in mind when thinking of Visit Tammiranta need for e-commerce. Now days more and more people use internet for information search and purchasing and selling goods. E-commerce makes it easier and faster for companies to be reached by the consumers. Also the information is practically updated all the time. Information is 24 hours available worldwide. Almost the only limitation is the language that the web-page has. Is it the same language that potential consumers use and understand? E-commerce makes the business fast-paced and compacts the prices. It is very user friendly both for supplier and consumer. Extremely important it is for businesses that are very specialized and their local consumers are very few. (Like in Finland.) Companies can get the information from the visitors of their page and possibly use that information for further sales or product or service improvements. From the company web-page clients can easily find the company that they really are interested of and whose services meet the client requirements. In the tourism field, it is really vital, to be able to map the business. Where is the company actually located? How to get there? What is available there? How much does it cost? How does it really look like there? May I ask for more questions from them? And so on. There is no real reason why companies should avoid having home-page and having e-commerce as part of their business profile.

7.4 Good ideas for making an attractive and effective web-page

Laitamäki (2009) wrote in his Best practices of leading DMO web sites, online advertising and ecommerce activities + recommendations, 2009 for FTB: “following Top 10 Creative Practice Principles for Online Advertising proposed by Mr. Havlena:

- 1. Show brand prominently on all frames of the ad*
- 2. Each frame of ad should be able to stand on its own*
- 3. Reveal ads are almost always ineffective*
- 4. Keep the messaging very simple*
- 5. Don't make people work for the message*
- 6. If your goal is persuasion rather than awareness, be careful not to annoy the site visitor- creative elements should be consistent with offline ads*
- 7. Include a product shot and human form*
- 8. Integrate online creative concepts with offline*
- 9. Try to avoid border ads*
- 10. Include a URL in the ads”*

According to Peltoniemi-Kallio-Marttila (2003,5) study, the use of internet has been and will be increasing globally. More and more companies are having homepages and improve the sales through them. And not only selling via home-pages but also to spread the information of the products. The study also noticed that the bigger companies the more importance they have put on e-business.

So when making your own home-pages there is a lot to think about. To get domain, who makes your company home-page? What they are going look like and what kind of information there is going to be?, How the clients like it? Do they like your service even more to purchase it? Maybe you need to get web-host? And how much does all that cost?

8 TARGET EXPANDING PLAN FOR THE VISIT TAMMIRANTA

When starting the business with the minimum investment the time will –hopefully– come when getting bigger and better is in everybody’s mind. In Visit Tammiranta-case first expanding will be building bigger and better sauna- out-bath-BBQ-complex among couple of small guest cabins to sleep over when the clients purchase staying overnight or even several weeks’ packages. Own mini-bus (or two) would be nice to be able to pick up the small group of 4 to 8 (and double of the size if two mini-busses were purchased) and drop them off again when time is up.

In the second part of expanding target will be on building suitable premises for being able to offer rooms to stay for the overnight visitors. And maybe another mini-bus is to be purchased for being able to pick up twice as many clients at once for a visit. No unrealistic plans though. But it is important to see how the business will start and then to check the expenses and to keep them in control.

As for bigger expanding, it would be nice to have a marketing company to sell or to promote all these ‘united-private-service-companies’ internationally so that Finland would get more of the clients in here. As Puustinen and Rouhiainen (2007) say: *“It is not important my business to get ten client groups less this month, if all together we can have ten percent more of clients, that are plenty for many business.”* And then just to let the clients choose themselves, which one, on which location and with which specific services s/he would choose to spend a day or two or more with. This is what would be called expanding the business Visit Tammiranta.

9 CONCLUSIONS

The idea is rather down-to-earth. It has an aim to employ two full-time and several trainees half-day year round. Business has most likely its high- and low seasons, as there so typically is in the tourism business. It is good for Southeast region of Finland if being able to gather some of the tourists staying in Helsinki area. The Chinese clients can be demanding when they are really paying attention to their good holiday experience. But of course it is possible that due to the good holiday experience they would come again or at least recommend their trip to their family, friends, colleagues etc. Also timing of cultural holidays can be very valuable when working with low- and high season. Chinese New Year is in the end of the January- beginning of the February, so it will be a good time to improve sales during the typical low-season in Finland at that time. Also –if these services were offered- to Russian clients, their habit is to celebrate western New Year's very well. So again, there would be better splitting for seasonal changes. Hunting schedule makes its own effect on seasonal changes. This is also considered as a very good thing. So if normally high seasons are July and August, there is good chances that Visit Tammiranta will survive good without major seasonal changes. Mainly because of services being more like special-interest services rather than mass-production.

Of course there are similar service companies even in Southeast Finland but if they can make it, why not Visit Tammiranta? Of course Kymenlaakso is not attractive as Lapland but if surveys say that plenty of tourists go to Häme-region and middle of Finland for the summer seasons holidays, so why not here instead? At least Kouvola area is located more nearby Helsinki-Vantaa airport and is easily reachable.

Serious problem in all this research while making business plan-was to realize the bad condition of recent marketing opportunities abroad. If there is any-at least it is not very successful. The small-business owners should have something like 'united-small-business-owners-marketing company/association' to go to the fairs. They should go to the Chinese embassy and promote. They should also contact all possible Finnish com-

panies in Finland, who possibly have Chinese contacts. It is too much to ask from small business owner to pay 3000€ (as much approximately FTB fair trips fee is) for a fair- trip to China to be able to promote their services at fairs. But as for ‘united – association’ it would be no problem. It would be good for all small business owners the more global customers would choose to have a nice holiday experience here, Southeast Finland. Of course there are some associations who operate like previously mentioned marketing association (or similar), but as much noticed through this study, those actions have not been very efficient at least so far.

Working for this project has been really an opportunity to get to know the functions and operational environment for possibilities of founding Visit Tammiranta. The local Pohjois-Kymen Kasvu ry has been contacted for possible funds for starting Visit Tammiranta. European Union has an aim to support improving services in many specific areas like countryside in Southeast Finland. To be able to find out more chances for funding and financing and business opportunities in general author has participated in several seminars, held by the Employment and Economic Development Center together with its co-operational businesses and foundations since spring 2009.

Finally the author got invited to join one workshop that aim was to improve products and services in the Southeast Finland. In this workshop there was an invitation-competition for participants. All the invited participants were working in the fields of creative, wellness, sports and tourism and the participants were total 35 persons. The best idea-competition winner was to get 5000€ for improving the idea. Competition ideas were for teams minimum of two persons. The author participated the workshop with interest of using all the gained knowledge from University of Applied Sciences and work for final thesis. Two of the possible competitors (or networks, depending how to profile them) took contact to researcher for possible co operation. They were interested in joining the team of the authors competition idea. The idea was conclusion of this final thesis. Specific marketing project, by starting an business or similar functions, should be arranged to attract more tourists to the area. This idea placed second.

Kymenlaakso improvement companies Cursor Oy and Kouvola Innovation Oy are finding out if there is chance to support second placed competition idea for improving the idea of marketing project. One possibility could be to apply for financial funding from the Southeast Employment and Economic Development Center.

All of this positive feedback from the companies and authorities in the area has been really important for the author to be convinced that conclusion of this thesis has been in very right. And that there is need for this kind of improvement for better attraction of the area among foreign tourists. Also the local newspaper was interested in having an interview when meeting the author at the previously mentioned workshop. The newspaper Elimäen Sanomat wanted to have the researchers opinion of the success of the workshop and also more details of authors ideas for improving the services and their availabilities in the area.

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